Baku beckons

Reflections
topping out 12

Proactive productivity 18

A superior delivery 24

Baku beckons
Contents

SUSTAINING GROWTH
Breaking ground in Baku 4
Tianjin ties 8
Double celebrations 11
Reflections at Keppel Bay tops out first tower 12
Strengthening execution 13
Deep sea winner 14
New members on board 15
Honouring an industry stalwart 16
Widening networks 16

SPECIAL FOCUS
Proactive productivity 18
Platforms for collaborations 21
Banking on offshore 22
Teeing off to a great start 23

A superior delivery 24
Luxury living at Keppel Bay 26
Leading Singapore brand 28
Bonding for success

EMPOWERING LIVES
Roar for Singapore 29
No sea too stormy 30
Keeping fire at bay 32
Cue for sportsmanship

Keppelites Abroad
The road less travelled 33
Health and wealth matters 34

NURTURING COMMUNITIES
Keppel Volunteers 35
Bridging worlds

BACK PAGE
First contract for offshore wind market 36

Cover image: President of SOCAR, Mr Rovnag Abdullayev (second from left) introduces the capabilities of the new SOCAR-Keppel Shipyard to Azerbaijani President, HE Ilham Aliyev (extreme left); Chairman of Keppel Corporation, Dr Lee Boon Yang (third from left) and Singapore’s Minister for Foreign Affairs, Mr George Yeo.
When Budget 2010 was unveiled, aimed at productivity gain, some quarters of Singaporeans groaned.

General sentiment is that life is going to get harder in Singapore. And now employers have the perfect reason to whip us into working even longer hours, some griped.

The call for more productivity, by the way, came not long after Singaporeans were told they have worked the longest hours globally in 2009, according to the International Labour Organisation.

The negative response reflects how the productivity drive has been sorely misconstrued.

It has never been about toiling into overtime every day to produce more. The thinking that ‘longer hours equal higher productivity’ is certainly oxymoronic.

Instead, the emphasis is on achieving quality, customer satisfaction and market leadership at a fraction of what was previously possible so that we can stack up against growing competition globally.

To do so, enterprises are exhorted to lead in boosting their productive capabilities through adopting newer, safer and better techniques, technologies, systems and equipment.

At the same time, employees and workers must also take up ownership, keeping pace with industry advancements, anticipating new needs and to continue upgrading to stay relevant and competitive.

Working hand in glove to improve is how companies and their workforce can rally together to power sustainable business growth ahead.

Such has been our journey of growth at Keppel over the last 40 years, driven by the goal of creating the most value for our stakeholders. This value also benefits our employees.

Finance Minister Tharman Shanmugaratnam, in the Budget speech, singled out Keppel Offshore & Marine for being a strong proponent of process and performance improvement.

Indeed, underlying the productivity drive is the basic idea that enterprises and employees all share the responsibility to keep our customers happy, our companies profitable, and our jobs viable.

With the will to pursue excellence in everything that we do, be it through superior execution or innovative technology, we can ready the Keppel Group to reap the rewards of doing better what we already do best.

Better our best

Diana
Breaking ground in Baku

President of Azerbaijan, HE Ilham Aliyev breaks ground for the new SOCAR-Keppel Shipyard in the presence of Singapore’s Foreign Affairs Minister, Mr George Yeo.

Fortifying its presence in the Caspian Region, Keppel Offshore & Marine (Keppel O&M) joined hands with State Oil Company of Azerbaijan Republic (SOCAR) and Azerbaijan Investment Company (AIC) to develop and manage a new 52-ha shipbuilding and shiprepair facility in Baku, Azerbaijan.

The new SOCAR-Keppel Shipyard will be developed over a period of two to three years with an investment of US$386 million. The joint venture agreement will be signed with Keppel O&M taking a 10% share of the yard, and SOCAR and AIC the other 65% and 25% respectively.

Keppel O&M will be responsible for the management and operation of the yard, and will have the option to acquire another 10% stake in the next three years.

The new yard is designed to undertake construction of a variety of vessels ranging from offshore support vessels to tankers, as well as ship repair and conversion.

Speaking at the yard’s groundbreaking ceremony on 19 March 2010, Azerbaijani President HE Ilham Aliyev said that the new shipyard fulfils Azerbaijan’s need to grow as well as refurbish and repair its existing fleet of some 350 vessels.

He emphasised that the yard will aid the country’s pursuit for energy security and progress in the marine transportation sector, symbolising a powerful birth for the future development of the economy.

In particular, he commended Keppel’s operations in the last decade in Azerbaijan, which have provided support to the national and international oil and gas companies, while adding that the new yard ushers a new period of stronger relations and cooperation between SOCAR and Keppel.

Singapore’s Minister for Foreign Affairs, Mr George Yeo, said, “A new chapter has opened in our bilateral relationship. There is great potential for the strengthening of economic and other ties.

“The oil and gas sector is an obvious area of greater cooperation. Although
Singapore has no oil or gas, we have a strong chemicals and maritime support cluster, with many Singapore-based companies supporting the operation of large oil and gas companies. The development of this new SOCAR-Keppel shipyard supports the Oil Strategy promulgated by President Heydar Aliyev."

Minister Yeo is the first Singaporean Minister to visit Azerbaijan since both countries established diplomatic relations 16 years ago. Mr. Rovnag Abdullayev, President of SOCAR, said, “We are deeply honoured to have the President of Azerbaijan HE Ilham Aliyev officiate the groundbreaking of our new shipyard, and Singapore’s Minister of Foreign Affairs Mr George Yeo witness this significant event.

“SOCAR and Keppel came together 13 years ago to form the Caspian Shipyard Company in Baku. Together, we delivered many landmark projects in the Caspian Sea, and brought Azerbaijan’s oil and gas sector to new heights.

“The new SOCAR-Keppel Shipyard is envisaged to be on par with the best shipbuilding facilities in the world. I am confident that with Keppel’s proven expertise and operational track record, we will continue to create new benchmarks for the oil and gas industry.”

Strategically located along the East-West energy corridor of the Caspian Sea region, the new yard will be critical in helping to meet the growing needs of the local oil industry. It will contribute towards the unlocking of Azerbaijan’s vast offshore hydrocarbon potential as part of the republic’s oil strategy, and support the renewal of SOCAR’s vessel fleet.

Mr Tong Chong Heong, CEO of Keppel O&M, said, “We are pleased to strengthen our win-win partnership with SOCAR through the development of the new SOCAR-Keppel Shipyard.

“This latest venture reinforces Keppel O&M’s ‘Near Market, Near Customer’ strategy, and will place us in pole position to capture opportunities from the growth of the Caspian region. We are confident of

Continues on page 6...
replicating our success in developing and operating a first-class shipyard to service the unique requirements of this market.”

Spanning a 1,630-metre waterfront, the yard, when completed, will be able to undertake 80 to 100 repairs and conversions per annum and is estimated to achieve an average annual steel throughput of 25,000 tons when operating at full capacity.

“Through this new yard, we will be sharing our technology, know-how, and world-class operational standards in a sustainable way.

“In addition to providing local content to support the industry’s growth, we will also continue to support Azerbaijan through the offering of employment, training and skills development and apprenticeship schemes. When fully operational, our new yard will create employment opportunities for some 2,000 people,” Mr Tong added.

Keppelites in Azerbaijan were eager to host an exceptional guest for dinner on 20 March 2010.

From early afternoon, the kitchen was already a hive of activity as the cooks whipped up a sumptuous Chinese dinner, complete with beluga from the Caspian Sea to fried anchovies, a known favourite amongst Singaporeans. A wide array of hotly favoured Asian chilli sauces crowded the dinner tables.

They were expecting none other than Singapore’s Minister of Foreign Affairs, Mr George Yeo, who took time out of a very packed programme in Baku to meet the Singaporeans working abroad and the Azerbaijanis working for Caspian Shipyard Company.

Basking in the warm and friendly atmosphere, Minister Yeo toasted to the Can Do! spirit of Keppelites helping Keppel stay the course in the foreign land. He also lauded their contributions to the deepening relations between Singapore and Azerbaijan.

Sharing how much he enjoyed his time in Baku, Minister Yeo posted on his Facebook account, “Over the years, I have had the pleasure of opening Keppel facilities in the Philippines, Brazil and, a few days ago, in Baku. Keppel has a wonderful can-do spirit. The strength of the company is not only in the technology but also in the culture. On my last night in Baku, I joined the Keppel staff for dinner and karaoke at their service apartment. A Malaysian chef served delicious local fare.”
Aspiring Azerbaijan

Savouring the striking flavours of the local cuisine and cultural traditions, Diana Chan from Keppel Group Corporate Communications shares her impressions of Baku as she dips into the history and heritage of the ancient city to learn what brings Keppel to Azerbaijan.

My fascination for its oil history grew, as I learnt how Azerbaijan progressed as an oil nation in the last two decades.

While it is a well-known fact that Azerbaijan is oil-rich, the decisive factor in its present-day success lies in the signing of what is called the Contract of the Century on 20 September 1994, after more than three years of arduous negotiations.

The production sharing agreement allowed a consortium of international oil companies to undertake exploration and production of three offshore oil fields in the Caspian Sea.

Hailed as the greatest event in the history of the oil industry of Azerbaijan, the contract has since transformed the economy, political standing, and standard of living in Azerbaijan. Up till today, the anniversary of the contract signing is celebrated as the “Day of Oilmen”.

The production sharing agreement allowed a consortium of international oil companies to undertake exploration and production of three offshore oil fields in the Caspian Sea.

The charming old town, its walled fortress, towers and palaces, I wished the new-old city my very best as our people, amongst its own, set out to achieve new milestones in Baku’s bright future.
Tianjin ties

Keppel hosted the third board meeting for Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. (SSTEC) held in Singapore from 25 to 26 February 2010.

SSTEC Chairman He Lifeng and the rest of the Directors from China were in Singapore to chart further progress and deepen ties.

Mr He, who is also the Deputy Secretary of the Communist Party of China Tianjin Municipal Committee and Director-General of the Tianjin Binhai New Area Administrative Committee, was accompanied by Vice Chairman of the Eco-City Administrative Committee, Mr Cui Guangzhi and other officials.

**SPRING FESTIVITIES**

Celebrating the Lunar New Year, Dr Lee Boon Yang, Chairman of Keppel Corporation and Mr Choo Chiau Beng, CEO of Keppel Corporation, hosted Mr He and the rest of the SSTEC Board to a traditional “lo-hei” dinner.

Senior management representatives from across the Keppel Group also attended the dinner.

**PLANT VISITS**

During his visit to Singapore, Mr He and his accompanying delegation also toured some of the Keppel Group’s environmental engineering facilities, which included the Keppel DHCS’ district cooling plant at Biopolis and the Keppel Seghers Ulu Pandan NEWater Plant.

Keppel DHCS is the pioneering and largest district cooling service provider in Singapore. District cooling—the simultaneous supply of chilled water and hot water using the same medium—enables buildings to function more efficiently with reduced carbon emissions.

Dr Lee Boon Yang, Chairman of Keppel Corporation (second from right), and Mr Choo Chiau Beng, CEO of Keppel Corporation (second from left), hosted Mr He and the rest of the SSTEC Board to a traditional “lo-hei” dinner.
The delegation saw first-hand how Biopolis is being served by a centralised district cooling system which enables the development to be more space and energy efficient. Biopolis is one of three plants Keppel DHCS operates in Singapore. Unlike the other two plants, it uses ice to store “cool energy”, besides chilled water.

They were also briefed on Keppel’s contributions to the water management of Singapore at the Ulu Pandan NEWater Plant, which Keppel designed and built.

**MOU SIGNING**

A Memorandum of Understanding (MOU) was also signed between Keppel DHCS and Tianjin Eco-City Energy Investment and Construction Co., Ltd (TECEIC).

According to the MOU, Keppel DHCS and TECEIC will jointly explore the feasibility and opportunities for the provision of district cooling and heating systems in the Tianjin Eco-City.

Mr He also witnessed the signing of SSTEC’s partnerships with Singapore companies that are investing in the Tianjin Eco-City’s Eco-Industrial Park.
Tianjin Eco-City welcomes more Singaporean partners

FIRST INVESTORS IN ECO-INDUSTRIAL PARK
SSTEC celebrated another milestone in the development of the Tianjin Eco-City, with the entry of several Singapore partners into its Eco-Industrial Park (EIP). Letters of Intent were signed with two companies – Pan Asian Water Solutions Limited (PAWSL), a Catalist-listed company in the Singapore Exchange, and PV World Pte Ltd (PVW), a Singapore-based manufacturer of wafer-based photovoltaic solar modules.

With plans to invest an estimated RMB100 million in the EIP over of two years, PAWSL intends to site its China headquarters in the Tianjin Eco-City and consolidate its existing quality pipe and valve manufacturing operations in the EIP. PVW shall invest an estimated RMB500 million in a 240 MWp solar module manufacturing facility, which will be developed in three stages with first-stage production expected to commence in 2012.

Mr Goh Chye Boon, CEO of SSTEC, said “Together with favourable policies and investment environment, fast-growing Tianjin Binhai New Area is where eco-businesses serious in expanding their operations in China should look at. We are happy that these Singapore companies will be the first batch of investors in the industrial park to create jobs for the future residents of the Tianjin Eco-City.”

The first of its kind in China, the EIP will occupy 130 hectares and is strategically located next to the major highways linked to Tianjin Port, Tianjin Airport, Tianjin City and Beijing. It aims to attract global clean technology and industries, forming industry clusters in clean energy, green building, green transport, clean water, waste management and environment management.

With an estimated total investment of RMB4 billion when fully completed in five to six years, the EIP is expected to create over 10,000 blue and white collar jobs which will attract new residents and generate economic spin-offs.

STRATEGIC PARTNERSHIP IN SKILLS DEVELOPMENT
SSTEC signed an MOU with PSB Consulting on a strategic partnership to establish a Skills Training & Development Centre (STDC) in the Tianjin Eco-City. This is in line with its strategic vision to develop a strong knowledge-based economy by drawing on experiences and capabilities of world-class educational and training institutions.

The STDC will provide training courses in technical and corporate skills, and public sector management, as well as serve as a platform for other training providers such as Singapore schools and educational institutions from both the public and private sectors. Beyond the Eco-City, the STDC is also expected to serve training needs in the fast growing Tianjin Binhai New Area.

Mr Goh elaborated, “Education and skills training is an integral pillar to drive and support the Tianjin Eco-City’s industrial and residential growth. The proposed STDC will serve this purpose and support growing training demands by our investors.”
Double celebrations

First a naming, then a launch – two outstanding achievements marked an eventful week for Keppel AmFELS in Brownsville, Texas, as the yard celebrated the realisation of the hard work of all its employees.

On 4 March 2010, the jackup drilling rig constructed for Mexican oil and gas driller, Perforadora Central SA de CV, was named Tuxpan. Built to the LeTourneau Super 116E design, Tuxpan was completed on time and within budget.

Since construction started in November 2007, Keppel AmFELS has maintained a perfect safety record on the project with zero lost-time incidents over 1.5 million man-hours worked. Tuxpan is the second rig Keppel AmFELS has built for Perforadora Central. The first one was delivered in 2004.

Two days later, another key milestone was achieved when the Rowan EXL Super 116E No. 2, the second of four jackup drilling rigs that Keppel AmFELS is building for Rowan Drilling Company, was launched into the waters. The launch signified the completion of the main hull.

Further assembly work will be carried out onboard, including the installation of the legs, equipment, living accommodations, helipad and other components.

Presently, all four Rowan116E jackups under construction at Keppel AmFELS are progressing well, with the first delivery starting as soon as May 2010.

The accomplishment of these milestones cements Keppel AmFELS’s long-standing partnership with its customers. Mr Tan Geok Seng, President and CEO of Keppel AmFELS, said, “With more than two decades of experience operating in Brownsville, Keppel AmFELS is well-positioned and prepared to serve the offshore needs arising from the Gulf of Mexico, one of the world’s most important oil and gas markets.

“We are proud to have built strong relationships with our repeat customers who are key players in this region. With our robust construction capabilities and commitment to deliver on time and within budget, we seek to be the preferred solutions partner in this region.”

Management of Keppel AmFELS and Perforadora Central celebrated the safe, on time and within budget delivery of the jackup, Tuxpan.
Reflections at Keppel Bay tops out first tower

The iconic Reflections at Keppel Bay, which has topped-out its first tower, will redefine Singapore’s southern coast. Tower 1A is the first of six glass towers to be completed for this world-class waterfront residence.

Reflections at Keppel Bay is a symphony of six glass towers and 11 villa apartment blocks featuring 1,129 luxurious waterfront apartments along a 750-m shoreline, all with unrivalled views of the bay, golf course, lush parks and Mount Faber.

The waterfront development is also environmentally friendly, achieving the Green Mark Gold Award by the Building and Construction Authority in 2008. Crowning the towers are luxuriant sky gardens on sloping rooftops, which are linked by sky bridges, providing pockets of open spaces and platforms with 360-degree views of the spectacular surrounds including Resorts World Sentosa and Universal Studios Singapore.

Demand for Reflections at Keppel Bay has been encouraging, with 96% of the 740 launched units sold.

At the topping out ceremony on 24 March 2010, Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel Land, said, “As Singapore undergoes dramatic changes to position itself as an international hub attracting multi-national companies and world citizens, demand for quality residences will grow in tandem.

“The positive economic sentiments, improved job market and the buzz generated by the two integrated resorts have also contributed to the return of buying interest in the residential market.

“In addition, there is a worldwide trend favouring waterfront living where homeowners are seeking a lifestyle, prestige and other value propositions associated with a coveted address. This is where Keppel Bay, now with our iconic Reflections at Keppel Bay, meets the taste and demand of these discerning home buyers.”

Reflections at Keppel Bay is master architect Daniel Libeskind’s first residential showcase in Asia. Mr Libeskind witnessed the milestone ceremony at the development site together with Dr Lee Boon Yang, Chairman of Keppel Corporation, as well as senior management from Keppel and main contractor, Woh Hup.

The iconic Reflections at Keppel Bay is fast taking shape in Singapore’s southern waterfront. Marking the topping-out ceremony for Tower 1A was Master Architect Mr Daniel Libeskind, Mr Kevin Wong, Group Chief Executive Officer of Keppel Land, Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel Land, Dr Lee Boon Yang, Chairman of Keppel Corporation, Mr Teo Soon Hoe, Senior Executive Director and Group Finance Director of Keppel Corporation, Mr Yong Nam Seng, Chairman of Woh Hup and Mr Yong Tiam Yoon, Deputy Chairman of Woh Hup.
TRIPLE DELIVERIES FOR SBM

Keppel Shipyard delivered three major projects to long-time customer Single Buoy Moorings (SBM). Floating Production Storage and Offloading (FPSO) vessels P-57 and Capixaba, as well as an internal turret for the Skarv FPSO were all completed without lost-time incidents and to the customer’s satisfaction.

FPSO Capixaba departed Keppel Shipyard on 10 February 2010, nine days ahead of schedule. The vessel was modified and upgraded for operation in the Cachalote field in offshore Brazil.

The FPSO P-57, which was delivered in the same month, underwent hull and marine conversion in Singapore and will have the remaining work of topsides installation and integration completed at Keppel Offshore & Marine’s BrasFELS yard in Brazil.

On 23 February 2010, Keppel Shipyard successfully loaded out the final two components of the Skarv FPSO’s internal turret, consisting of the manifold deck and gantry structure. The lower and upper turret structures were loaded out in end-2009.

They will be integrated into the FPSO currently being built in Korea. The internal turret, the largest in the world in terms of its rated mooring loads, is supplied by SBM for the Skarv FPSO unit, which will operate in offshore Norway once completed.

Keppel Shipyard is also presently converting another major project, FPSO Okha, for SBM at its Tuas yard.

LAYING STRONG FOUNDATIONS

On 9 March 2010, Keppel Singmarine laid the keel of H358, a 65-tonne bollard pull twin-screw Azimuth Stern Drive tugboat with firefighting capabilities for repeat customer, Smit International. This tugboat is built to proprietary MTD 3265T design developed in-house by Keppel’s Marine Technology Development unit.

Scheduled for completion by the end of this year, the tugboat will be deployed in Asia or Middle East.

ANOTHER STRIKING START

On the same day, Keppel Singmarine and Seaways International Pte Ltd celebrated the strike steel ceremony for H349, a 100-tonne bollard pull Anchor...
Winning the Shell Platform Rig of the Year Award for the third time is testament to West Pelaut’s excellent and consistent operational performance, as well as good safety records.

The project team undertook a total of 35 jobs, completing all of them within a window of less than three months. In its reinvigorated condition, the jackup is headed to Myanmar for a three month stint before proceeding to Indonesia for a two to three year assignment.

A semisubmersible drilling tender (SSDT) designed by Keppel’s Deepwater Technology Group and built by Keppel FELS, West Pelaut was also conferred this award in 2004 and 2006.

Mr Aziz Merchant, GM (Group Design & Engineering) of Keppel Offshore & Marine and Head of Deepwater Technology Group, said, “We are proud that West Pelaut has been...
New members on board

Keppel Offshore & Marine welcomes two new members to its Board of Directors where they join the other business leaders to steer the company towards sustainable growth.

They are Mr Tan Ek Kia, Chairman of the Board of City Gas Pte Ltd, and Mr Po’ad Bin Shaik Abu Bakar Mattar, an independent director of Hong Leong Finance Limited and Tiger Airways Holdings Limited.

Mr Tan is a seasoned professional in the oil and gas and petrochemicals businesses, with more than 33 years of extensive experience. His working experiences include design, construction and project management of various oil and gas and petrochemical projects, business management and leadership in the Royal Dutch Shell Group of companies, in various locations including Malaysia, Holland and China.

Mr Mattar is a member of the Institute of Certified Public Accountants of Singapore. He also sits on other boards in both the private and public sectors. He was formerly a Senior Partner at Deloitte & Touche.

Honouring an industry stalwart

In recognition of his significant contributions and commitment to enhancing the business relations and bilateral trade between Norway and Singapore, Mr Choo Chiau Beng, CEO of Keppel Corporation, was conferred the inaugural Norwegian Business Association Singapore (NBAS) Award.

Mr Choo received the NBAS Award from the Minister of Trade & Industry of Norway, Mr Trond Giske at the annual Norwegian Seafood Dinner on 5 March 2010 with 950 attendees from the Norwegian business community and their guests.

Expressing the same view, Mr Choo shared, “Over the years, NBAS has played an important role in representing the Norwegian business community here and strengthening its connections with Singapore.

“I am very honoured that you have chosen me to receive the inaugural NBAS award. On behalf of Singapore’s business community, I thank you for affirming our winning partnership with Norwegian companies.”

Mr Choo Chiau Beng (second from left), CEO of Keppel Corporation, received the NBAS award from the Minister of Trade & Industry of Norway, Mr Trond Giske at the annual Norwegian Seafood Dinner.
Widening networks
To build a global network and facilitate knowledge exchange, the Keppel Group plays host to local and international guests.

TECHNOLOGY BYTES
A group from Singapore’s Economic Development Board (EDB) called on Keppel Offshore & Marine Technology Centre (KOMtech) on 19 February 2010.

Helmed by Mr Lim Siong Guan, Chairman of EDB, the participants gained an overview of KOMtech’s track record in research and development (R&D), Keppel Offshore & Marine’s (Keppel O&M) suite of products including deepwater rigs and drillships, as well as global development R&D trends in offshore and marine industry.

In addition to a tour of KOMtech’s facilities, the visitors bantered with Mr Choo Chiau Beng, CEO of Keppel Corporation, Mr Tong Chong Heong, CEO of Keppel O&M, Mr Charles Foo, Centre Director of KOMtech and other senior management, on possible opportunities for collaboration to develop Singapore as an international maritime hub.

MEXICAN AMIGOS
Together with Keppel Group top management, CEO Mr Choo warmly welcomed guests from a country of the Americas, Mexico, to Keppel O&M on 19 February as well.

The visitors, including HE Antonio Guillermo Villegas Villalobos, Ambassador of Mexico to Singapore and Mr Armando Lopez Trujillo, Second Secretary and Mr Francisco Bautista Planca, Trade Commissioner, were given an overview of the yard’s comprehensive layout and comprehensive facilities.

Established in 1990, Keppel O&M’s yard in Brownsville, Texas, Keppel AmFELS, has built up its facilities and capabilities to become the most well-equipped offshore yard in the Gulf of Mexico.
**SHENZHEN VISITORS**

On 10 March 2010, Keppel Integrated Engineering (KIE) hosted a delegation from Shenzhen, China, led by Mr Zhang Siping, Vice Mayor of Shenzhen Municipal People’s Government.

The delegation comprising representatives from the Shenzhen government and state-owned enterprises, had the opportunity to visit Keppel DHCS’ district cooling plant located at the Biopolis. Deputy Chairman and CEO of KIE, Mr Michael Chia and CEO of Keppel DHCS, Mr Joseph Ng, were present to brief the visitors on the space-efficient design and eco-friendly features of the district cooling system.

The delegation also visited Keppel Corporation at Keppel Bay, where they were able to view the ongoing construction of Reflections at Keppel Bay, which will transform the skyline of Singapore’s Southern precinct.

The delegation met CEO, Mr Choo, alongside representatives from Keppel’s different business units and explored further opportunities for collaboration.

**RUSSIAN RELATIONS**

CEO of Russian Corporation of Nanotechnologies (RUSNANO), Mr Anatoly Chubais, led a delegation to visit Keppel Corporation on 12 March 2010. The RUSNANO delegation met CEO Mr Choo, Mr Teo Soon Hoe, Senior ED and Group Finance Director of Keppel Corporation, as well as senior management from across the Keppel Group.

RUSNANO is a Russian institution for development charged with enacting government policy in the field on innovation. Established in 2007, it has become a cornerstone of Russian President Dmitry Medvedev’s policy of innovating the country’s hi-tech production capabilities.
Month come up with o f the box

In his Budget 2010 address to the Parliament, Singapore’s Finance Minister Tharman Shanmugaratnam emphasised the need for Singapore to increase productivity and innovation. He highlighted Keppel Offshore & Marine (Keppel O&M) as a company “where productivity is now a way of life.”

Through infrastructure improvements, innovations and training programmes, Keppel O&M has made solid achievements in productivity through the years.

The collective results of its innovations, meticulous planning and efficient supply chain management was illustrated when Keppel FELS increased its production capacity to deliver a record-setting 13 rigs in 2009, compared to six rigs in 2007. Keppel FELS was able to double its rig output with minimal capital expenditure through improving its construction methodology.

Mr Wong Fook Seng, GM (Planning and Control) at Keppel FELS, said, “By using new manufacturing concepts, detailed production planning and involving all our people in brainstorming for continuous innovations, improvement in work processes has meant improvement in productivity.
for every vocation in the yard.”

IMPROVING INFRASTRUCTURE
The introduction of a new Integrated IT Supply Chain Management system provides an efficient platform to enable all stakeholders to capture timely information from the source to the end product, matching demand and supply quantity and time period. This allows them to make timely decisions for a smooth production flow.

At Keppel Shipyard, the completion of a newly-built semi-automated pipe fabrication workshop has seen the average productivity index for pipe fabrication improved substantially by 45% since operations begin in September 2009.

Capable of separately handling both ferrous and non-ferrous pipes, the workshop contains a carbon steel line and stainless steel line where operations such as mechanised welding are automated. What would previously have taken two workers about an hour for the cutting and grinding of pipes has now been reduced to some 10 minutes with a Computer Numerically Controlled cutting machine. This process also reduces the need for grinding.

The pipe shop contains an X-ray bunker for testing of welded portions to ensure the pipes have no defects. This bunker enables testing to be done even during the day when previously, it could only be done at night in a cordoned off area to minimise the risk of exposing workers to radiation.

In addition, the availability of 21 cranes in the pipe shop facilitate the efficient shifting of pipes. It also drastically reduces the manual handling of pipes and minimises workers’ hands being exposed to possible hazards.

Mr Burt Loh, GM (Operations – Benoi) at Keppel Shipyard, said, “The semi-automated pipe shop not only improves our productivity but also enables us to perform more complicated jobs.”

To boost capacity and productivity of its facilities, Keppel Singmarine replaced its existing 100-tonne gantry crane with a new 250-tonne new gantry crane in early 2009. It simultaneously acquired a new 270-tonne transporter to transfer the hull blocks within the yard while the slipway was widened from 40 metres to 70 metres to accommodate larger and more sophisticated specialised vessels.

The productivity of hull erection has significantly improved with the 250-tonne gantry crane and the 270-tonne transporter as bigger hull blocks can now be erected.

IMPLEMENTING INNOVATIONS
Helping to generate many resource-saving ideas is Keppel O&M’s annual Innovation Quality Circle (iQC) Convention. It is a platform that encourages employees from across the shipyards to come forward with solutions and showcase their creative ideas. Many of the teams go on to compete and win awards in the National iQC Conventions.

One such innovation is the introduction of a bar-coding system which realised cost-savings of more than $700,000 per year. The idea addressed the lack of integration in disparate systems used across some departments and the laborious nature of manual data capturing. Implementing an integrated information management platform and using a handheld bar-coding machine have increased the timeliness, accuracy, transparency and accessibility of information captured.

Continues on page 20
Another successful innovation is the Miracle Trolley, which uses air pressure to lift weights of up to 12 tonnes. This is particularly useful for objects which cannot be easily accessed or carried up by a crane. Being small and manoeuvrable, the trolley is able to access such objects and lift them for installation, halving the man-hours it would have taken using a crane.

The Miracle Trolley incorporates the concept of an inflatable jack and a platform to facilitate installations in places with low headroom and confined spaces. The contraption also reduces the use of hands to lift heavy objects, thus minimising the risk of injuries.

Pipe fitters using another in-house innovation, in the form of a pipe dispenser, have shortened the time taken to transfer pipes by 40%. Previously, without the pipe dispenser, it would take about three people 30 minutes to retrieve a pipe. It now takes one person 12 minutes to do it.

The idea for the pipe dispenser came from the simple straw dispensers from fast food joints. Previously the pipes were put together in racks and different pipes had to be sorted through to bring the selected pipe into the production line. Now, with just a pull of a lever, the pipe drops out.

Another innovation is the Teflon Roller. It has reduced the number of workers required to lay cables on the cable tray – which can be about 100 metres – for each project and saves about 22% of the man-hours needed to pull the cables.

The award-winning Super Mould Die from Keppel Shipyard reduces over 70% of the time needed to straighten T-beams and fabricate fairlead roller caps simply by modifying the existing hydraulic pressing machine which functions as a die and mould.

Safety is also a vital aspect of productivity innovation. Keppel Singmarine had two of their safety innovations recognised at the 12th Workplace Safety and Health Innovations in the Marine Industry Convention on 27 August 2009.

One such innovation, the Safe Ship Launcher, holds onto a vessel safely until all the keel blocks are removed for vessel launching. With this launcher, there is no need for manual transfer of the vessel load to the launching skids.

Participation rates for the iQC Conventions grew throughout the years. Numerous projects presented at the conventions have contributed directly to savings of several millions a year. With a majority of the innovations made from leftover project materials in the yard, the innovations not only enhance productivity but also meant minimal expenditure.

Having already set in place a system to increase productivity, Keppel O&M has further introduced platforms to foster a culture of innovation to improve efficiency at the workplace.

Keppel FELS’s Quality Productivity Improvement Team tracks and analyses trends in productivity performance while Keppel Shipyard’s Innovation Club was formed to encourage a supportive culture and create a network for employees to share and improve on one another’s ideas. These platforms, coupled with the enthusiasm and ingenuity of Keppel’s employees, will help propel the company to greater productivity improvements year-on-year.
Platforms for collaborations

Keppel Offshore & Marine creates value by investing in research and development to develop products which are commercially viable and relevant to customer needs. The company works closely with leading institutes and industry specialists to explore ideas and solutions.

Keppel Offshore & Marine Technology Centre (KOMtech) builds platforms with institutes for more collaborative opportunities.

**DEVELOPING GREENER SHIPS**
Committed to help meet the challenges of climate change, on 18 February 2010, KOMtech signed a Memorandum of Understanding (MOU) with Nanyang Technological University (NTU) to explore collaborations under its newly-launched programme for research into greener shipping technologies.

NTU’s Maritime Clean Energy Research Programme, which will provide research funding, encourages applicants submitting proposals to work closely with relevant maritime companies. The MOU provides research applicants with a platform of possible partnerships with industry leaders such as KOMtech.

**FORGING TIES WITH NORWEGIAN EXPERTS**
KOMtech has also joined hands with the Norwegian Marine Technology Research Institute (Marintek) with an MOU to collaborate on the development of technologies and training opportunities.

KOMtech and Marintek will study the design and operation of ships in harsh environments including the Arctic region, marine operations related to the installation of renewable energy production units such as offshore wind turbines, and the storage and handling of liquefied nitrogen gas onboard vessels.

On the training front, the two organisations will partner each other to provide industrial attachments at Marintek for KOMtech’s employees.

Commenting on the collaboration, Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel Offshore & Marine, said, “Keppel strives to improve its research and development efforts and innovate new ideas. This is to ensure that we continue to offer value proposition to our customers that is second to none.”

Keppelite  | March 2010
Banking on offshore
Financial solutions was the topic for the annual Keppel Offshore & Marine Lecture.

The annual Keppel Offshore & Marine (Keppel O&M) Lecture seeks to inspire study and research of offshore and marine technologies. Held on 12 March 2010, the lecture took an interesting departure from the topics of design, engineering and research developments to take a closer look at the financial solutions supporting the offshore and marine sector.

Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel O&M, said "This is a timely topic, especially in the context of the recent financial meltdown and credit crunch which have affected financing for offshore and marine projects, and exploration and production moving into deeper waters and harsher environments, where substantial investments are needed."

Guest speaker at the lecture and Global Head of Structured Finance of ING Commercial Banking, Mr Christopher Steane, shared his views on the offshore oil and gas market’s financing needs and funding sources, as well as project variables which financiers take into consideration.

Addressing the factors influencing the financing of assets at pre-completion stage, Mr Steane, said, “New technology results in construction risks. Lack of experience makes it difficult to envisage all the possible problems so the time taken to build is difficult to assess. Even if the project is using proven technology, we look at which yard is doing the construction as variations in competence are huge.

“A good track record and overall experience from yard is a huge mitigant. We also prefer a fixed price turnkey contract. Of course, this shifts risks to the yard and that risk has to be paid for, but for lenders, this is money well-spent.”

ING is the financier for Gold Star and Alpha Star, semisubmersible rigs built to Keppel FELS’s proprietary design for Brazilian operator, Queiroz Galvão Óleo e Gás.

The Keppel O&M Lecture is co-organised with National University of Singapore under the auspices of the Keppel Professorship in Ocean, Offshore and Marine Technology. The Keppel Professorship was established in 2002 to build a repository of knowledge and enhance Singapore’s position as an international maritime centre.
Teeing off to a great start

Traditions took a new form for Keppel DHCS when it organised its fifth annual golf tournament on 25 February 2010 under the banner of the Keppel Group. Held at the lush greens of Sentosa Golf Club’s Serapong Course, the event lent the occasion for Keppel DHCS to formally introduce its new corporate identity to participating business partners and clients.

Previously known as First DCS, the largest district cooling systems provider in Singapore had recently joined the Keppel Group in November 2009, under the parentage of Keppel Integrated Engineering (KIE). Keppel DHCS was formerly a wholly-owned subsidiary of JTC Corporation.

A splash of maroon was, hence, seen for the first time at the yearly golf event, where exuberant golfers and guests gathered at Sentosa Golf Club donning the golf polo t-shirts that carried the corporate colour of KIE.

CEO of KIE, Mr Michael Chia, said, “We are pleased to have them as part of the Keppel Group, which has always taken pride in the fact that we work and function like a family. From what I can see here today, Keppel DHCS clearly adopts the same values not only among its own employees, but also in its interaction with valued customers and working partners.”

From the laughter and conversations that lasted throughout the day, which culminated in a dinner held at the exquisite Sentosa Pavilion, Keppel DHCS had clearly teed off to a great start in the new year with a fresh corporate identity.

Cool solutions

Keppel DHCS provides cooling services through the development and operation of district cooling systems at major business parks. Keppel DHCS plans to also provide heating services in the future.

District cooling systems utilise a centralised plant that houses chilled water production facilities and thermal energy storage to distribute chilled water to customers’ buildings through a network distribution of pipes.

It enables buildings to consume 10-20% less energy than those using conventional air conditioning and are therefore considered environmentally friendly. Its space-saving attributes also make it suitable to address the needs of city centres, large production plants, hospitals and property developments.

As the largest district cooling systems service provider in Singapore, Keppel DHCS currently services Changi Business Park, Biopolis@one-north and Woodlands Wafer Fab Park with a total contracted capacity exceeding 35,000 RT. Beginning operations in 1998, Keppel DHCS is the first district cooling systems service provider in Singapore.
Keppel FELS has delivered Floatel Superior, the first of two newbuild semisubmersible accommodation rigs for Floatel International, 43 days early, safely and within budget.

Mr Peter Jacobsson, CEO of Floatel International, said, “Floatel Superior is the first North Sea accommodation rig built in over 20 years and it is certainly a vessel that the market has been waiting for. Her technical features have been thoroughly engineered by the experienced Keppel FELS team and surpass the current industry standards in many aspects.

“The early delivery of Floatel Superior marks an excellent start to her operational track record and speaks volumes of Keppel FELS’s world class capabilities. We are confident that she will raise the bar for offshore accommodation standards in the oil and gas industry as soon as she arrives on location.”

Departing Singapore shortly for Bayu Undan in the Timor Sea where she will commence her maiden charter contract, Floatel Superior is built to the DSS™ 20NS design, developed and owned by Keppel’s Deepwater Technology Group and Marine Structure Consultants. Proud of the Keppel teams behind Floatel Superior, Mr Tong Chong Heong, CEO of Keppel Offshore & Marine, said, “Her successful delivery is a true mark of Keppel FELS’s design and engineering capabilities and shipyard experience put into action. These core competencies place us in an ever ready position to respond and adapt our solutions to meet the needs and challenges of customers worldwide.”

Keppelite | March 2010

All smiles are Floatel International’s Mr Nils Erik Flink, COO and Mr Nils Mårtensson, Technical Manager, and Keppel FELS’s Mr Wong Kok Seng, ED and Mr Marlin Khiew, Project Manager, with the early delivery of Floatel Superior.
For seasoned seaman, Mr Tommy Rommersjo, Floatel Superior’s manager, the floatel is a comfortable ‘home’.

Suitable for operations in diverse environments from the tropics to the freezing North Sea and amid 30-m high waves, Floatel Superior also comprises offices, a cinema, an Internet café, multiple recreational and games rooms, a hospital, a gymnasium and even saunas. Meals onboard can be quite the sumptuous spread. Currently managed by Australian Daniel Suryanto, previously a chef in a top-notch hotel, the galley cooks up a storm daily with the new facilities.

Mr Suryanto said that the equipment onboard is better than that of a hotel’s. “A defrosting room thaws food in a quick 30 minutes, rather than taking hours,” he elaborated, “and no more peeling potatoes by hand as I have an automatic peeler here.”

At the moment, there are about 25 accommodation rigs in the world and their average age is 25 years. Floatel Superior’s sister rig, Floatel Reliance, is on track for delivery in the second half of this year.
An exclusive sanctuary, Marina at Keppel Bay hosts a diverse selection of lifestyle events.

**PRINCESS OF THE SEA**
The KOP Group, Asia’s sole distributor of Princess yachts in Singapore and China, held an exclusive showcase of its lifestyle offerings from 25 to 27 February.

Guests at the inaugural event included media and industry friends who came to the Marina to feast their eyes upon multi-million dollar boats and witness the debut of the Princess 95 Motor Yacht.

The KOP Group also introduced an exciting epicurean cruise experience onboard their luxury yachts, entitled the ‘Aqua Voyage Chef Tables’ service.

**A DELECTABLE EXCHANGE**
During the Singapore Tourism Board Chef Exchange Workshop at The Island Suite, visitors and employees of the Marina had a hard time keeping their curiosity under control as delicious aromas wafted out of the room.

Held on 11 and 12 March, the private event was attended by acclaimed chefs and media personnel representing popular lifestyle channels in China and India. Witnessing a fusion of flavours, the audience was tantalised as top Singapore-based chefs, both local and international, shared culinary skills and cooked up a wide array of food.

The show contingent included chefs from well-liked local establishments such as Iggy’s, Big D’s Grill and Wild Rocket, as well as one of India’s ‘Four Greats’, Executive Chef Gev Desai of The Maratha in ITC Hotel.

**REJUVENATED SPIRITS**
Singapore’s only bayfront bar on a private island, The...
Wine Glass, reopened for business on 18 March 2010 after a three-week facelift. Presenting an all-new facade, the bar now boasts spacious luxe furniture and can accommodate a cozy gathering of 50.

Directly fronting the lagoon berths at the Marina, customers not only get to enjoy a waterfront view but also an all-new menu of select wines and cocktails. The Wine Glass also offers a one-for-one special on housepour drinks daily until 9 pm.

**RE-BERTHING BOAT ASIA**

The much anticipated Boat Asia will berth at Marina at Keppel Bay for the third year running from 15 to 18 April 2010.

Organisers expect an even bigger turnout this year as more exhibitors showcase a stellar line-up of sailing yachts, powerboats and super yachts together with the latest display of luxury lifestyle products.

For the first time ever, Boat Asia 2010 will also feature a Super Yacht Segment targeted at high-net worth individuals.

With reputable partners such as Paulaner Brauhaus, Grey Goose, Audi and Xtra Designs all signed up, this is definitely one event to watch out for!

*New friendships were forged at the Singapore Tourism Board Chef Exchange Workshop held at The Island Suite of the Marina at Keppel Bay*

*Boat Asia will showcase a stellar line-up of sailing vessels and expects an increase in visitor turnout*
Leading Singapore brand

Singapore-listed companies increasingly recognise the significance of intangible asset value. These non-physical assets can include a company’s reputation, intellectual property and branding. Keppel was named one of the top five brands in Singapore for the second year running at the Brand Finance Asia Pacific Forum on 22 March 2010. Ms Wang Look Fung, GM (Group Corporate Communications) for Keppel Corporation, accepted the award at the ceremony.

Held in conjunction with the Singapore Management University, the Brand Finance forum highlighted that Singapore companies are acknowledging the importance of acquiring intellectual property for growth and expansion.

In the report, Keppel Corporation was lauded as one of the first few local companies to venture abroad and is recognised as a world leader in the offshore and marine industry, a premier property developer in Asia, as well as a leading provider of environmental solutions.

The report also noted our drive to “innovate and break into new frontiers,” citing Keppel’s offshore and marine technology that can be deployed for harsher environments, our lead in the Sino-Singapore Tianjin Eco-City project and our leadership in waste-to-energy projects as examples.

The use of Marina at Keppel Bay as an “excellent backdrop” for Keppel’s sponsorship of Clipper 09-10 Round the World Yacht Race was also cited as an “perfect platform to showcase Keppel’s values and brand name internationally” and to “generate business opportunities for the company.”

Bonding for success

The year was off to a good start for K-REIT Asia as the Singapore REIT (S-REIT) market recovered from the economic downturn and leasing and acquisition activity picked up.

For K-REIT Asia, its first maiden overseas acquisition of 275 George Street in Brisbane, Australia, was a success and completed on 1 March 2010.

With the completion of the deal, the management team set aside time to re-assess and evaluate its strategy for the future.

Led by Ms Ng Hsueh Ling, CEO for K-REIT Asia Management, the team discussed S-REIT and office market trends and pertinent issues, and debated key drivers for propelling K-REIT Asia’s growth at an offsite meeting in Malacca, Malaysia.

From 4 to 5 March 2010, the Asset Management, Finance, Investment and Compliance teams also took time to share and discuss issues, as well as challenges ahead for the company.

Work aside, the team forged strong bonds over local cuisine and shared lighter moments of jovial banter.
Roar for Singapore

Keppel Corporation will play host to the ASEAN Council on Petroleum (ASCOPE) Games 2010.

10 member countries, six games and countless friendships forged. As the Singapore representative in ASCOE, Keppel Corporation will welcome the rest of the delegation to our sunny shores for the ASCOPe Games in July 2010. The Games aims at helping members foster friendship and strengthen unity.

ASCOPE was set up in 1975 to foster cooperation within the field of oil industry among ASEAN countries. It currently comprises 10 ASEAN country members, which are mostly represented by national oil companies.

They are namely Petroleum BRUNEI, PETRONAS, Philippines National Oil Company, Cambodian National Petroleum Authority, PT PERTAMINA, Petrovietnam, PTT Public Company Limited, and Myanmar Oil and Gas Enterprise.

Not only will Keppelites get the chance to showcase their sportsmanship, the ASCOPe Games will also provide the opportune platform to network and enhance relationships between the companies.

Previously, ASCOPe Games was held in Singapore in 2002 under Singapore Petroleum Company (SPC). Since the divestment of SPC to PetroChina, Keppel has taken over SPC’s previous role as member. The Games has throughout the years given the member companies a platform to reunite and share common values, goals and visions.

The Games will comprise badminton, bowling, darts, golf, table tennis and 9-ball pool events. For more information, please email admin.ksaa@kepcorp.com

Eagled-eyed aim and lightning-quick reflexes will stand Keppelites in good stead at the ASCOPE Games 2010

Sporting the lion

The 23rd ASCOPe Games logo draws its inspiration from an abstract illustration of a lion.

It not only signifies the venue of the ASCOPe Games, which will be held in Singapore, otherwise known as the Lion City, but it also represents the collective vigour of the ASCOPe member countries.

The 10 “brush strokes” of the lion’s mane represent the various member countries. Together, they convey the spirit of ASCOPE, which is the active collaboration and promotion of mutual assistance for the development of regional petroleum resources.

Finally, the choice of red, orange, and yellow connotes the warmth and vibrancy of friendships that will be formed during the Games.
Uniquely Singapore has done us proud with stories of strength and resilience from their journeys on the Clipper 09-10 Round the World Yacht Race even as they encounter a spate of unfortunate events, some as recent as during the leg to San Francisco.

Both boat and crew suffered a knock down just days after they had passed their halfway mark to San Francisco on the seventh and longest leg of the race. A knock down occurs when a powerful wave hits the side of the boat, pushing it over its side such that the mast touches the water.

With particularly stormy conditions, the intensified winds had earlier caused a wave to sweep Detlef Rueskamp, who was at the wheel, over the side. The crew managed to quickly pull him back to safety, but it was later in the evening when the waves made their presence felt, knocking down the boat and sweeping skipper Jim Dobie and round the world crew member, Jonathan Hays, off the helm.

Jim shared, “I remember hearing this roar just before the incredible force of water sweeps me over like a ragdoll and feeling the pull of my lifeline.” The incident has left them to deal with a buckled steering wheel, a missing tracking unit and a torn off companionway hood.

The crew is safe and well onboard, if not a little shaken, but a recent report by Jim depicts the resilience and strength that the crew is showing in post-knock down stage. “There was no panicking and everyone quickly got involved with getting her (the boat) back to normal. I must say that I am so proud to be the skipper of such a magnificent bunch of guys and girls. Immediately we got on the bilge pumps to get rid of the water, and clearing up the general mess. A makeshift companionway protector was made with floorboards, a sail bag and a storm bag.”

The knock down came at a time where Uniquely Singapore was in the lead and has caused them to drop from second to sixth position in this leg. But there is no looking back as the crew plans to push ahead to San Francisco and make up for lost time. Uniquely Singapore is currently sixth in the overall race standings with a total of 25 points.

The seas have not spared other Clipper entries either, with Hull & Humber’s skipper Piers Dudin suffering a broken leg after he was flung against the boat, and the California boat being rolled in a Pacific storm, calling for an emergency evacuation of all crew and a transfer of injured crew member Clive Cockram, who suffered cuts on his head.

After leaving Keppel Bay on 2 February 2010 from the Singapore stopover, the boats took on the second half of the sixth leg to Qingdao, China. The 10-day stopover at Qingdao was nothing short of spectacular with a welcoming ceremony that was a riot of colour and sounds with fireworks and drums displays.

More importantly, Uniquely Singapore was able to leave behind a piece of legacy when skipper Jim presented the Mayor of Qingdao with a signed photograph of the crew that would join the city’s new Olympic Sailing Museum.

The Qingdao stopover also marked the end of Keppel Ambassador Karan Teo’s amazing journey onboard.
Fellow Ambassador Bart Kregersman has taken over and joined the crew in Qingdao on the leg towards San Francisco (see box story).

The boats are expected to reach San Francisco, California between 1 to 4 April and will hopefully have safe but speedy sailing from now on. Uniquely Singapore’s crew has been inspirational as they have taken setbacks in their stride, rebounding from their lows and looking forward to bouncing back once again.

**Trust in the team**

Back from her seafaring stint onboard Uniquely Singapore, Keppel Ambassador and Marketing Executive at Keppel Seghers, Karan Teo shares her experience.

The Clipper experience is by far the best thing that has happened to me and I am extremely grateful to Keppel for granting me this once-in-a-lifetime opportunity, which has imbued me with a refreshed and positive mindset.

The most memorable part of the race was helming through rough weather with huge waves crashing down on the boat, throwing all of us off balance at times. I actually flew off the helm once, but fortunately, was pulled back by my crew mates.

That experience taught me a very important lesson – there are times that you will have to trust and rely on those around you. Without a team, there will be no boat and no race!

**A dream come true**

Keppel Ambassador Bart Kergersman, who joined the Uniquely Singapore crew for the seventh leg of the race from Qingdao, shares on his reasons and inspirations for participating in the Clipper Race.

I had always followed the articles on the Clipper Race in Keppelite with great interest. When Karan came to Europe for work, we talked about participating and she offered to send me the application form when it was available.

As I am constantly seeking new challenges and adventures, this was a great opportunity for me. Stretching my personal limits and boundaries, as well as meeting new people and working together towards a common goal – the Clipper Race has it all.

I hope to find out new things about myself and others during the Clipper Race. Keppel has given me the opportunity and support to realise my dream of sailing with like-minded adventurers.

During a briefing, skipper Jim shared some inspiring thoughts and the Keppel core values. This included an emphasis on teamwork and caring for one another, as well as on the importance of keeping safety at all times.

The most memorable part of the race was helming through rough weather with huge waves crashing down on the boat, throwing all of us off balance at times. I actually flew off the helm once, but fortunately, was pulled back by my crew mates.

That experience taught me a very important lesson – there are times that you will have to trust and rely on those around you. Without a team, there will be no boat and no race!
Keeping fire at bay

Supporting the local Bureau of Fire Protection’s fire prevention campaign in March, Keppel Batangas Shipyards kicked start the month-long event with a colourful motorcade going around the yard and town to create awareness.

Fire Prevention Month is an annual nationwide observance held every March in the Philippines. With the theme ‘Sustaining Fire Prevention through Active Community Participation’, the yard’s Health, Safety and Environment department is conducting a series of activities in line with the campaign.

Mr Poh Leong Kok, Senior VP of Keppel Batangas Shipyards, said, “It is incumbent upon everyone in the yard to be aware of fire hazards. Activities of such campaigns should be supported and participated in, so that we will be more aware of the importance of fire safety tips to avoid loss of lives and properties.”

Cue for sportsmanship

The fourth Annual Keppel Recreational Club’s (KRC) 8-Ball Pool Tournament saw 16 teams in a cue-off on 7 March 2010. Veterans and newcomers from business units comprising Keppel FELS, Keppel Shipyard, Keppel Telecommunications & Transportation and MobileOne, pitted their skills against one another at the West Coast Billiard Saloon.

Competition was stiff, with players matching one another in skill and tactic. Clamouring for the third and fourth positions were teams Engineering 1 and FELS 4. For the championship match, team FELS 5 eventually bested team F.T.Y, with their concentrated efforts and strategies.

Guest-of-Honour Mr Hoe Eng Hock, ED of Keppel Singmarine, presented the teams with cash vouchers and trophies as acknowledgement of the excellent team spirit and sportsmanship that they displayed during the tournament.

Mr Steven Lye, organiser and team player of Engineering 1, shared, “This is my third year participating in the KRC 8-Ball Pool Tournament and I’m very proud to be given the opportunity to organise this year’s event. I hope we will be able to attract more teams to participate in the tournament next year.”

Keppelites showed their mettle in the 8-ball Pool Tournament by the KRC.
Keppelites Abroad

The road less travelled

Two roads diverged in a wood, and taking the one less travelled has certainly made all the difference in the lives of Alvin Ho and Eileen Yeo.

These words from Robert Frost’s famous 1916 poem, “The road not taken”, not only ring familiar to the young couple, but, in fact, sit by Eileen’s work desk as a constant reminder to keep a spirit of adventure and resilience against all odds while navigating life’s many forked paths.

Such is the Can Do! attitude embraced by the young couple, who have been based in Baku, Azerbaijan, working at Keppel Offshore & Marine’s Caspian Shipyard Company, for about five years now.

Back then, “Where in the world is Azerbaijan?” was the oft heard question from their family and friends when they first knew of their decision to head overseas for work. Eileen’s parents were also concerned about her safety in a far-off country where they could not easily reach her.

But Eileen was not to be deterred. The 32-year-old Procurement Executive enthused, “I believe that the human spirit is highly adaptable and I actively sought this opportunity to work abroad.”

In the beginning, basic activities such as getting to places and buying groceries posed problems because of the language barrier. At work, they also strived to understand the local work norms and culture.

Alvin, 37, a Costing and Contract Engineer, shared how they overcame misadventures when they first arrived, “At home, we got used to expecting the unexpected, from electricity trips to water rationing. At work, we kept an open mind, thought out of the box, looked at problems from all angles and made friends widely.”

With their grit and will to make it work for them in Baku, the couple emboldened their hearts and struck out to start life anew in Baku.

These days, they know where to get the freshest produce, can rattle off beautiful outskirt locations to visit for tourists, and are so familiar with the roads that they drive daily around town. They have certainly gone local.

“To survive well in a foreign environment, you have to leave your preconceptions and expectations at home, and delve right into the heart of everyday living as a local so as to appreciate the place for what it offers,” shared Alvin.

The couple agrees that there is no way to discover the joys and pains of working abroad than to immerse oneself totally.

Eileen summed up best how she has benefitted from working abroad, “The exposure and chance to see how you perform and react in a demanding and difficult situation are invaluable and have certainly chiselled our characters.

“Most importantly, this experience has taught us to look at the positive side of all circumstances and to remain buoyant even in adversity. Such experiences will equip us to deal with all kinds of challenging situations we meet in life, wherever we are.”

Keppelite / March 2010
Health and wealth matters

Keeping a healthy body and agile mind is important for employees to be productive at the workplace and home. Keppelite features activities across the Group that promote work-life balance.

**MAKING NO BONES ABOUT IT**
Regular exercise for at least 30 minutes a day can help postpone or even prevent the onset of osteoporosis. Health tips such as this were shared at the ‘Healthy Bones Begin with You’ talk, organised by Keppel Corporation’s Group Human Resources (GHR).

Held in collaboration with the Health Promotion Board on 5 March 2010, the talk addressed issues including the signs and symptoms of osteoporosis and a person’s probability of developing the disease.

**CENTS AND SENSIBILITIES**

Organised by the Keppel Scholars Alumni Association, Together with MoneySENSE, Singapore’s national financial literacy programme, the sessions covered a range of topics on investments, saving and planning ahead.

**HEALTHY BONDING**
Over at Keppel Land, the Finance and Administrative Department took a break from work on 12 March for a salad cook-out competition.

The goal was simple – to make the most mouth-watering and healthy salad, and the prize – a free lunch. The office was transformed into a mini “kitchen” and about 50 participants whipped up unique creations to impress the judges. Three teams were announced winners, but the top prize for the day was the time spent together.
As the adage goes, “To give is to receive.”

Volunteers give their time and energy, but they also receive new knowledge and experiences in return. On 13 March 2010, the Association for Persons with Special Needs (APSN) held a workshop for a group of Keppel Volunteers, who wanted to improve their communication skills with the APSN beneficiaries and gain a better understanding of their psychology.

Mrs L V Jayashree, Acting Principal Psychologist of APSN, and Ms Jasmine Yeo, Psychologist of APSN, conducted the workshop while Ms Jennifer Lee, Community Partnerships Executive of APSN, shared some of her experiences to illustrate the concepts that were taught.

Volunteers were asked to share their thoughts and feelings when they first participated in Keppel Volunteers activities. Communication barriers were cited, while participants also noticed that it took a while for APSN beneficiaries to warm up to them.

Mrs Jayashree went through the key learning and behavioural characteristics of individuals with mild intellectual disabilities, the issues impacting their learning, their emotions and behaviour, as well as the implications on their interaction. Ms Yeo also shared useful communication tips such as using simple language to communicate with the beneficiaries.

At the end of the workshop, Ms Lee said, “Keppel and APSN have been working together since 2000. We appreciate Keppel’s efforts and support during these ten years. This workshop has been a great platform for us to share our knowledge and skills, so that Keppelites will have a more meaningful and enjoyable volunteering experience in the future.”

Mr Eric Mun, GM (Research & Development) of Keppel Seghers, shared, “The workshop has been very beneficial. I learnt that persons with intellectual disabilities can work in a systematic and structured way, provided that a proper support system and guidance are in place. I encourage more Keppel Volunteers to attend such workshops.”

Equipped with a better understanding of the APSN beneficiaries, the participants eagerly anticipate upcoming activities organised by Keppel Volunteers where they can put into action what they have learnt.
Keppel bags first contract for offshore wind market

Keppel Verolme and its consortium partner AREVA have secured a $117.6 million contract from Wetfeet Offshore Windenergy GmbH (Wetfeet Offshore) to build a mobile offshore application barge (MOAB) for a new offshore wind farm in the German Exclusive Economic Zone of the North Sea.

The platform will be deployed at the Global Tech I Wind Farm that is being built and operated by Wetfeet Offshore. Utilising the patent-pending AREVA Offshore Platform, the MOAB will host the transformers and high voltage switchgears to collect and convert electricity generated by the wind turbines to Germany’s national power grid.

Mr Harold Linssen, MD of Keppel Verolme in The Netherlands, said, “We are very pleased to participate in the prestigious Global Tech I Wind Farm. This latest contract marks Keppel’s successful entry into the offshore wind energy business, and affirms Wetfeet Offshore’s confidence in our ability with AREVA to deliver the best solution for the job.”

“Germany aims to raise its percentage of electricity generated from renewable energy sources to at least 20% by 2020 and 50% by 2050. A major element in achieving this target is to further develop the capacity of its offshore wind sector.”

When fully operational in 2013, the Global Tech I Wind Farm will be able to generate some 1.4 billion kilowatthours (kWh) of electrical energy annually, supplying one million people with clean energy. It is also expected to help reduce about 1.2 million tonnes of carbon dioxide emissions each year.

The MOAB will provide accommodation for up to 32 personnel operating the wind farm. By serving both energy transmission and wind farm maintenance functions, the platform helps to enhance the operational reliability and efficiency of Global Tech I, contributing overall to a greener environment.

Keppel Verolme will carry out the detailed engineering and construction work on this new platform designed by Overdick GmbH & Co, while AREVA designs, fabricates and installs the transformers and other high voltage equipment. The vessel is targeted for completion in the fourth quarter of 2011.

“Our parent company, Keppel Offshore & Marine’s core competencies in technology and project execution allow us to respond swiftly with innovative and cost-effective solutions to meet the offshore industry’s demand for new products and services.”

“Given our proximity to the European and North Sea markets, and synergy with 20 global yards and offices, Keppel Verolme is in a strategic position to add value to the emerging offshore wind industry. The MOAB project will augment our strong track record and expertise in delivering a variety of advanced offshore rigs and vessels on time, within budget and without incidents,” Mr Linssen added.